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OCT 24 2016

LETTER OF INSTRUCTION 22-16

From: Commanding General, I Marine Expeditionary Force
To: Distribution List

Subj: LETTER OF INSTRUCTION FOR THE PLANNING, COORDINATION AND
EXECUTION OF I MARINE EXPEDITIONARY FORCE'S OPERATIONAL
CAPABILITY ASSESSMENT

Ref: (a) Pacific Command (PACOM) Theater Campaign Order Plan
5000-22, 30 Mar 2016 (classified)
(b) PACOM Instruction 0530.1 Command Relationships in the U.S.
PACOM Command, 31 Dec 2015 (classified)
(c) PACOM Instruction 0029.1 Joint Task Force (JTF) Operational
Capability Assessment (OCA) and Certification Program
(d) PACOM Multi-National Force SOP, 10 Nov 2015
(e) USMC FY19-23 Force Management Planning Guidance, 12 Aug
2016 (classified)
(f) Marine Forces Pacific (MARFORPAC) Theater Campaign Order
FY15/FY16, 19 Feb 2015 (update pending release)
(g) I MEF Order 3502.2, I MEF Marine Air Ground Task Force
(MAGTF) Development Program, 12 Jun 15
(h) I MEF FY17 Campaign Plan, 12 Sep 16
(i) I MEF Commander's Joint Training Guidance

Encl: (1) I MEF Joint Mission Essential Tasks (JMET)
(2) Joint Manning Document (JMD)
(3) Joint Mission Essential Equipment List (JMEEL), TBI
(4) Joint Training Objectives
(5) Joint Knowledge On-line (JKO) Requirements
(6) OCA POA&M
(7) STAFFEX 1 Outline
(8) STAFFEX 2 Outline
(9) BALIKATAN-17 Outline

1. Situation. Commander, United States Pacific Command (USPACOM) tasked I Marine Expeditionary Force (I MEF) to certify as a Joint Task Force (JTF) Capable Headquarters (HQ) focused on combat operations during Fiscal Year (FY) 2017 in accordance with (IAW) references (a) and (b). The Operational Capability Assessment (OCA) process prescribed in reference (c) defines a deliberate approach to develop proficiency as a Joint Task Force (JTF) core headquarters and self-assess JTF Command and

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LETTER OF INSTRUCTION 22-16

Control (C2) capability during a culminating event. The culminating event for I MEF's self-assessment is Exercise BALIKATAN 2017 (BK-17) in May of 2017. The intent of this Letter of Instruction (LOI) is to the guide I MEF staff development through the remaining nine months of the FY17 OCA cycle. Guidance for U.S. Pacific Command (PACOM) component Joint augments to the I MEF core JTF staff will be promulgated under separate cover. Enclosures (1) to (9) provide amplifying information, direction and guidance to the I MEF core JTF staff per references (e) through (i).

2. Mission. I MEF Command Element (CE) augmented by designated PACOM component personnel executes PACOM OCA process in order to (IOT) achieve proficiency as a JTF capable HQ for combat operations in accordance with Commander, USPACOM, Commander, Marine Forces Pacific (MARFORPAC) and service direction.

3. Execution

a. Commander's Intent. Developing proficiency as JTF capable HQ is the number one priority for the I MEF CE in FY17 and success is predicated upon a whole of staff effort. Our efforts must focus on: training to the readiness standards established and approved by the PACOM Commander; developing Joint relationships with theater components and coalition partners; and understanding the PACOM theater and C2 relationships. Readiness to operate in a joint and coalition environment is a natural maturation of our warfighting capabilities and complimentary to our Marine Air Ground Task Force (MAGTF) readiness sustainment and improvement. We will seek efficiencies by translating the readiness derived from MAGTF training and exercises into Joint proficiency; conversely, we will apply the competencies developed by our Joint experience into our MAGTF warfighting. BK-17 formalizes I MEF's re-introduction of I MEF CE into the PACOM AOR while providing an opportunity to refine concepts for C2, echelon deployment, theater sustainment and joint expeditionary operations in an austere environment.

b. Concept of Operations

(1) Phase I (January - September 2016) / Planning and Preparation. I MEF CE develops Joint Mission Essential Tasks (JMET)s, Joint Training Plan (JTP), Joint Manning Document (JMD), Joint Mission Essential Equipment List (JMEEL) and BK-17 exercise concept supported by Joint Staff J-7, PACOM J-3 and MARFORPAC G3/5 IAW references (a) through (f) and (i).

LETTER OF INSTRUCTION 22-16

(2) Phase II (September 2016 - April 2017) / Joint Education and Training. I MEF CE with component staff augments and response cells conduct on-line education, section training, staff exercise (STAFFEX) 1 (15-17 November), STAFFEX 2 (19 February - 3 March) and Rehearsal of Concept (ROC) Drill (10 April) IAW this LOI.

(3) Phase III (April - May 2017) / Culminating Event Execution. JTF HQ and component response cells in conjunction with (ICW) Armed Forces of the Philippines (AFP) Battle Staff execute simulated JTF operations during BK-17. Exercise force operates from distributed locations in Continental United States (CONUS) and Philippines IOT accomplish exercise objectives. I MEF is designated as the primary training audience for BK-17 Command Post Exercise (CPX). The BK-17 LOI will be released under separate cover.

(4) Phase IV (May - June 2017) / Capability Assessment. Commanding General (CG), I MEF presents readiness assessment and sustainment of JTF HQ capabilities to COMUSPACOM post BK-17. Final assessment will be compiled from JTF self-assessment during BK, Joint Staff J-7 observations and JTP input. Assessment/sustainment plan will be developed IAW Plan of action and milestones (POA&M) in enclosure (6). Detailed instructions will be promulgated under separate cover (SEPCOR).

b. Subordinate Element Missions

(1) Tasks Common to All G/J Staff Sections

(a) Provide representation to OCA/BK-17 Working Group meetings. NLT 1 November, submit names of section representatives to I MEF G-3/7 OCA/BK-17 points of contacts. Meeting schedules submitted under SEPCOR.

(b) No later than (NLT) 10 November IAW enclosure (5), complete required Joint Knowledge On-line courses.

(c) NLT 15 November 2016, submit JMD section sourcing solutions per enclosure (2) to the I MEF G-1 POC; provide monthly updates NLT the 20th of each month.

(d) NLT 1 December, develop section specific training plans IAW enclosures (1), (3), and (4).

(e) NLT 1 December IAW reference (i) and enclosures (1) and (4), provide training observations of training objectives and JMETS attainment.

LETTER OF INSTRUCTION 22-16

(f) Review reference (d) for applicable Joint/multi-national staff procedures and incorporate into section processes.

(g) Collect internal lessons learned for development of Section standing operating procedures (SOPs) and tactical SOP (TACSOP) revision.

(h) Provide planner support for STAFFEX 1 and STAFFEX 2.

(i) ICW I MEF G-1 guidance and enclosure 2, develop section-level plans to receive augments and fully integrate in section functioning for STAFFEX 1 and 2 and BK-17.

(j) Participate in all Joint training and professional military educations.

(2) I MEF G-1/J-1

(a) NLT 1 November, develop a reception plan to receive JTF augments for OCA STAFFEX 1 and STAFFEX 2, and BK-17. Promulgate instructions to JTF staff sections.

(b) NLT 15 November, collect and document sourcing solutions of BK-17 JMD (enclosure (2)). Serve as the I MEF Office of Primary Responsibility (OPR) for the coordination and management of enclosure (2) and provide monthly sourcing status to the I MEF Deputy G-3 NLT 20th of each month.

(c) NLT 1 December, identify external BK-17 JMD sourcing shortfalls to MARFORPAC G-1. Serve as the I MEF OPR for the coordination and management of all external JMD sourcing solutions.

(d) On order, identify and coordinate I MEF sourcing solutions for the I MEF G-3 validated BK-17 Exercise Management Group (EMG) augments with MARFORPAC G-1.

(e) ICW MARFORPAC G-1 and PACOM J-1, develop and execute Joint personnel reporting and accountability policies.

(3) I MEF G-2/J-2

(a) ISO STAFFEX 1, coordinate Joint Intelligence Preparation of the Operating Environment (JIPOE) with MARFORPAC G-2 and PACOM JIOPAC.

LETTER OF INSTRUCTION 22-16

(b) ICW I MEF G-3, prepare intelligence products to support planning and training of the JTF staff for STAFFEX 1 and 2, designated CPX, CATEX and BK-17.

(c) NLT 28 February ICW I MEF G-3/5 and G-3/7, coordinate and present a South China Sea PME to I MEF staff.

(d) Monitor Philippines political-military situation and potential impacts to BK-17 and when appropriate provide updates to the I MEF staff during I MEF weekly Operations and Intelligence Brief.

(4) I MEF G-3/J-3

(a) Serve as I MEF OPR for the planning, coordination, execution and assessment of I MEF JTF's development. Specific delineation of G-3 responsibilities:

1. OCA: G-3/7 (MAGTF Development)
2. STAFFEX 1: G-3/7 (MAGTF Development)/G-3/5 (PACOM Cell)
3. STAFFEX 2: G-3/5 (PACOM Cell)
4. Exercise BALIKATAN 2017: G-3/7 (Exercises)
5. ROC Drill: G-3/3
6. Self-Assessment: G-3/7 (MAGTF Development)

(b) NLT 1 November, G-3/5 present an Exercise FREEDOM BANNER decision brief to CG, I MEF that identifies the cost-benefit for exercise execution and potential MPF FY17 alternatives.

(c) NLT 1 November, G-3/7 designate lead action officers (G-3/7 and G-3/5) to coordinate and facilitate the OCA/BK-17 Working Group. Publish battle rhythm and charter for the working group.

(d) NLT 15 November, G-3/7 (Exercises) present the Deputy Commanding General (DCG), I MEF suggested Senior leader touch points and positions ISO BK-17 FPW participation.

(e) NLT 1 December, G-3/9 coordinate 1st Civil Affairs Group (CAG) support to the JTF staff; update JMD ISO G-1 task 2.a.

LETTER OF INSTRUCTION 22-16

(f) NLT 1 December, G-3/3 develop and implement JTF watch floor training plan.

(g) NLT 1 December, G-3/3 ICW G-6, develop a JTF C2 concept (Command Operating Center laydown, location, Initial Operation Capabilities (IOC)/Full Operation Capabilities (FOC) timelines, movement, Joint communication architecture) and present to CG, I MEF for approval.

(h) NLT 1 December, G-3/7 (LVC) ICW G6, Marine Corps Installations-West, MARFORPAC G-3, and PACOM J-7, develop simulation architecture to enable distributed C2 execution in a Joint environment.

(i) NLT 1 December, G-3/7 (MAGTF Development) IAW reference (g), develop a Calendar Year 2017 PME program to facilitate the education and collective staff training with initial focus on the South China Sea, PACOM Plans, Philippines, and JTF development.

(j) NLT 1 December, G-3/5 ICW G-3/7 Expo Operations, develop and shape service concept for Wargame Expeditionary Warrior-2017 (Marine Expeditionary Brigade (MEB) FEO in a common scenario) that complements I MEF's BK-17 participation and execution.

(k) NLT 1 December, G-3/3 ICW G-3/7 Exercises and MAGTF Dev, develop and present to G-3, I MEF an internal CPX concept to further exercise JTF staff (during warm start week) and supplement OCA preparation prior to BK-17 CPX formal execution.

(l) NLT 1 December, G-3/7 (Exercises) ICW MARFORPAC and PACOM, coordinate the invitation of AFP planners to observe and participate in STAFFEX 2.

(m) NLT 1 December, G-3/7 (Exercises) develop an exercise branch plan for CONUS only BK-17 CPX.

(n) NLT 1 December, G-3/5 IAW reference (d), refine and present Combined Coordination Center (CCC) concept to DCG, I MEF IOT facilitate the coordination between US JTF and AFP Battle Staff.

(o) NLT 13 January, G-3/7 (Exercises) develop and issue a BK-17 LOI to define and clarify exercise execution for main and forward echelons, movement and RSOI of the forward, theater entry requirements and force protection considerations, and information sharing with partners.

LETTER OF INSTRUCTION 22-16

(p) NLT 1 February, G-3/5 issue planning direction to JTF staff to include required Joint augmentation and functional components for the development of US JTF CONOPS during STAFFEX 2 and subsequent development of functional component CONOPS.

(q) NLT 1 February, G-3/3 ICW PACOM J-7/J-3 and MARFORPAC G-3/7 and G-3/5, present refined JTF Battle Rhythm to CG, I MEF for approval.

(r) NLT 1 February, ICW the I MEF Command suite, present external BK-17 KLE to CG and DCG, I MEF for approval. (G37 Exercises ICW G35)

(s) NLT 1 March G-3/7 (MAGTF Development), ICW Joint Staff J-7 and PACOM J-3/25, develop and coordinate a JTF self-assessment process to include sustainment and required remediation IAW references (c), (g), (h) and enclosures (1) and (4). Coordinate CG, I MEF self-assessment brief to COMUSPACOM.

(t) NLT 1 April, G-3/5 develop JTF Operational Order (OPORD) with appropriate annexes and appendices and component supporting CONOPS to support BK-17 CPX execution and JTF HQ self-assessment. Coordinate orders cross walk with functional components IAW ROC Drill.

(u) NLT 10 April, G-3/3 execute BK-17 ROC Drill with designated functional components.

(v) NLT 20 April, G-3/3 ICW I MEF G-4 and G-3/5, plan, coordinate and execute a JTF CATEX and strategic mobility exercise (STRATMOBEX) IOT exercise and validate I MEF deployment concepts. (G33)

(w) Deputy G-3 and G-3/3, be prepared to (BPT) validate changes to enclosure (2) IAW monthly updates.

(x) G-3/3, ICW PACOM and service reporting policies, identify and execute required updates and reports.

(y) G-3/7 (MAGTF Development), post BK-17 ICW JTF staff input, develop a JTF Annex to the I MEF TACSOP.

(5) I MEF G-4/J-4

(a) NLT 1 December, ICW G-6 support the development of the JTF JMEEL.

LETTER OF INSTRUCTION 22-16

(b) NLT 1 November, ISO G-3 task 4.b. develop MPF options for CG, I MEF decision.

(c) Provide contract support for the execution of BK-17 ISO deployment of JTF (Forward).

(d) On order, provide theater sustainment PME ISO of G-3 task 4.i.

(e) Plan, coordinate and execute I MEF STRATMOBEX to validate CE deployment concepts ISO G-3 task 4.v.

(6) I MEF G-5/J-5. Omitted.

(7) I MEF G-6/J-6

(a) NLT 1 December, ICW G-4, PACOM J-6 and MARFORPAC G-6, develop JTF JMEEL to include support to JTF staff augments and issue as enclosure (3).

(b) IAW enclosure (3), coordinate communications enabler support from 9th Communications Battalion through I Marine Expeditionary Group (I MHG).

(c) Support the development of the JTF C-2 concept ISO G-3 task 4.g.

(d) NLT 1 January, develop JTF cyber security plan and incorporate into STAFFEX 2 guidance and BK-17 LOI.

(8) I MEF G-8

(a) ICW MARFORPAC G-8 and PACOM J-8, coordinate I MEF funding support associated with travel and actual execution for STAFFEX 1, STAFFEX 2 and BK-17. Account for all expenditures and seek reimbursement for fiscal shortfalls through MARFORPAC.

(9) I MEF Special Staff

(a) Public Affairs Officer (PAO)

1. NLT 1 January ICW MARFORPAC PAO and PACOM PAO, develop active public affairs (PA) guidance for JTF leaders and exercise participants and present to CG, I MEF for approval and inclusion in the BK-17 LOI.

LETTER OF INSTRUCTION 22-16

2. Monitor United States-Philippines coverage in the states and international media and provide a media analysis update to the I MEF staff throughout planning and preparation for BK-17.

(b) FDO. NLT 1 January develop classification guidance and information sharing guidance for JTF staff IAW STAFFEX 2 PLANORD and BK-17 LOI.

(c) Information Management Officer (IMO). ICW Chief of Staff (C/S) and G-3, I MEF develop IM/KM processes to exchange info and support JTF staff functions.

(10) Commanding Officer, I MEF Headquarters Group

(a) Provide subordinate battalion staff operational enabler support for OCA and BK-17 execution IAW enclosure (2).

(b) Provide Headquarters (HQ) Company support for both forward and main staff echelons for BK-17 execution.

c. Coordinating Instructions

(1) STAFFEX 1 (15-17 November) is an OCA event supported by Joint Staff J-7 and PACOM J-3/25. The purpose of the exercise event is to transition the I MEF MAGTF staff to a core JTF HQ Staff. Officer and Staff Noncommissioned Officer members of the JTF Staff and select JTF augments per enclosure (2) will participate. Enclosure (5) provides the pre-requisites to be completed NLT 9 November. Enclosure (7) provides the detailed agenda for the event. The MEF designated OPR is G-3/7.

(2) STAFFEX 2 (20 February - 3 March) is an OCA event supported by Joint Staff J-7 and PACOM J-3/25. The purpose of the exercise event is to conduct joint planning using the planning process documented in reference (d) to develop the JTF CONOPS for BK-17. Subsequent planning efforts will produce the OPORD with appropriate annexes and appendices to be executed by the JTF HQ during the BK-17 CPX. All I MEF staff sections and designated JTF augments will provide operational planning team representation per enclosure (2). Enclosure (5) reinforces pre-requisites for the OPT. Enclosure (8) provides the detailed agenda for the event. The I MEF designated OPR is G-3/5.

(3) BK-17 (8 - 19 May) is a Chairman of the Joint Staff exercise designated by COMUSPACOM as an OCA culminating event. The exercise director for BK-17 is COMMARFORPAC. The exercise consists of a CPX, FTX, HCA projects, and an HADR table top exercise; I MEF will exercise as the core of US JTF HQ operating in coordination with the AFP

LETTER OF INSTRUCTION 22-16

Battle Staff during the CPX. PACOM components will provide Joint HQ augmentation and functional component response cells. The JTF HQ will operate with a Forward HQ coordination element in the Philippines and Main HQ in Camp Pendleton. I MEF, supported by observations from the Joint Staff J-7 and PACOM staff, will provide a self-assessment of approved JMETS per enclosure (1). JTF manning document is contained in enclosure (2). The OCA/BK-17 Working Group, STAFFEX 1 and 2, a CPX, ROC Drill and JKO required courses will ensure preparation of the JTF HQ. The BK-17 LOI will be issued under separate cover. The I MEF designated OPR is G-3/7.

(4) References (c) and (d) provide details of JTF composition, concepts and operations in the PACOM AOR. These references are recommended for review by all members of the JTF Staff.

(5) I MEF will be assessed as JTF HQ IAW readiness standards stated in enclosure (1). The Commander's Joint Training Guidance (reference (i)) establishes a PACOM defined methodology to assess attainment of training objectives (enclosure (3)) during execution of the I MEF Joint Training Plan. Results of training objective attainment are recorded in JTIMS and feed directly to monthly readiness reporting. The JTP OPR is G-3/7 and all training observations for JTP events are to be provided to the G-3/7 POC.

(6) The Joint Manning Document is found in enclosure (2). The OPR for the JTF MD is the G-3 and the Office of Coordinating Responsibility (OCR) is G-1 for sourcing solution management.

(7) The Joint Mission Essential Equipment list is contained in enclosure (4), TBI. The I MEF OPR is G-6 and OCR is the G-4.

(8) The sharePoint portals for OCA/BK 17 are located at the following URLs:

NIPR: <https://eis.usmc.mil/sites/imef/ex/fy17/OCA17/SitePages/Home.aspx>

SIPR:
<https://intelshare.intelink.sgov.gov/sites/imef/BK17/SitePages/Home.aspx>

5. Administration and logistics

a. Passports are required for individual travel to the Philippines for planning and coordination. During BK-17 execution, exercise participants will be temporary duty under orders and will not require passports.

LETTER OF INSTRUCTION 22-16

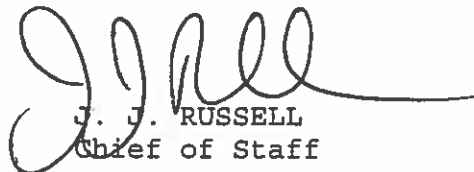
- b. Theater Entry Requirements will be defined in the BK-17 LOI.
- c. Instructions for access to JKO are contained in enclosure (5).

6. Command and Signal

a. Command. Theater C2 relationships are defined in reference (b). COMUSPACOM retains directive authority for component compliance with JTF actions prior to activation. I MEF has been granted authority for planning and coordination of all operations-actions-activities (OAA) associated with the execution of BK-17 CPX. Requests for component support must be transmitted through COMMARFORPAC (G-3).

b. Signal. Specific points of contact are identified below:

- (1) OCA. Colonel James Fallon, I MEF G-3/7
- (2) JMD Sourcing. Lieutenant Colonel Tomlinson, I MEF G-1
Deputy
- (3) JMEEL Development
 - 1. Lieutenant Colonel Randel Davis, I MEF G-6 Deputy
 - 2. Lieutenant Colonel Virgil Tinkle, I MEF G-4 Deputy
- (4) JTP. Mr. Barry Harrison, I MEF G-3/7 (MAGTF Development)
- (5) Joint Readiness Reporting. Mr. Reggie Williams, I MEF G-3/7
- (6) STAFFEX 1. Mr. Geoff Houck, I MEF G-3/7 (MAGTF Development)
- (7) STAFFEX 2. Major Christopher Johnson, I MEF G-3/5 PACOM
- (8) Exercise BK-17. Mr. Tom Nemeth, I MEF G-3/7 (Exercises)
- (9) JTF Assessment. Lieutenant Colonel Woody Page, I MEF G-3/3
Deputy


J. J. RUSSELL
Chief of Staff

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I MEF PACOM JTF HQ JMETL

The following table summarizes the I MEF JTF HQ JMETS and corresponding staff lead for capability development and assessment:

OPR	OP	OP Name
G3	OP 5.5	Command and Control a Joint Force HQ
G35	OP 1.2	Conduct Operational Maneuver and Force Positioning
G2	OP 2.1	Establish the Intelligence Enterprise
G2	OP 2.3	Conduct Joint Intelligence Support Element (JISE) Ops
G3 Fires	OP 3.1	Conduct Targeting
G4	OP 4	Provide Operational Sustainment
G3	OP 5.1	Integrate Information
G35	OP 5.3	Prepare Plans and Orders
G3	OP 5.4	Command Subordinate Forces
G4/G6	OP 5.5.8	Provide Joint Force Facilities/Equipment
G39	OP 5.6	Coordinate Information Operations (IO)
G35	OP 5.7	Coordinate and Integrate Joint/Multinational/Interagency Support
G33	OP 6.2	Provide Protection
G33	OP 6.2.9	Coordinate Personnel Recovery

For a detailed JMET descriptions, conditions and standards refer to the OCA/BK 17 NIPR SharePoint site at the following URL: <https://eis.usmc.mil/sites/imef/ex/fy17/OCA17/SitePages/Home.aspx> located in the "Reference Documents" folder and "LOI Enclosures" sub-folder

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I MEF JTF JMEEL is under development and will be promulgated upon completion.

Check the I MEF OCA SharePoint Site at the following URL:

<https://eis.usmc.mil/sites/imef/ex/fy17/OCA17/SitePages/Home.aspx>

JMEEL will be located in the "Reference Documents" folder and "LOI Enclosures" sub-folder

I MEF OCA Joint Training Plan and Training Objectives

The following table summarizes the I MEF JTF HQ Training Objectives aligned to respective JMET and corresponding staff lead for capability development and assessment:

JMET	OPR	Training Objective
OP 5.5	G3	Integrate JTF HQ augments into the staff
		Determine JTF structure and command relationships
		Establish and implement/promulgate the JTF HQ B2C2WG, C2 architecture and joint/multinational SOP
		Establish and utilize a multi-lateral liaison capability
OP 1.2	G35	Establish initial force lay-down, battle space geometry and control measures
		Reposition forces in response to changes in the situation
		Rapidly respond to an emergent/time sensitive threat requiring a change in force positioning
OP 2.1	G2	Determine the JTF Intelligence structure, architecture and external support relationships
		Integrate JTF Intelligence enterprise
		Establish intelligence BBCCWGs
OP 2.3	G2	Direct, synchronize and integrate intelligence operations
		Produce operational intelligence from JISE
		Collect and disseminate operational intelligence
OP 3.1	G3 Fires	Establish and conduct Joint Targeting Board
		Support the execution of Time Sensitive Target (TST) engagement
		Coordinate/deconflict coalition fires
		Coordinate a shift in ROE
OP 4	G4/Surgeon	Develop and publish JTF Concept of Support
		Establish a Joint Logistics Operations Center (JLOC)
		Establish a Joint Deployment and Distribution Operations Center (JDDOC)
		Establish and conduct Logistics Coordination Board (LCB)
		Establish an Operational Contract Support (OCS) board, cell, or working group on the command's battle rhythm (i.e. Joint Requirements Review Board (JARB)/OCS Integration Cell (OCSIC))
		Organize, manage and monitor HSS resources in the JOA (OP 4.4.3.3)
		Coordinate, control and manage medical evacuation in the JOA (OP 4.4.3.2)
		Plan, determine and monitor the handling, storage and distribution of whole blood and blood products in the JOA (OP 4.4.3.1)
OP 5.1	G3	Establish CLPs to extend operational reach
		Provide and maintain a secure COP of all activity within the JOA
		Maintain constant communication capability
		Establish secure/reliable communication system with bi-lateral JTF and other non-US Mil agencies (NGO, interagency, etc)
OP 5.3	G35	Adhere to MNFSOP reporting standards and templates
		Develop JTF Base Order
		Conduct parallel planning with bi-lateral JTF HQ
OP 5.4	G3	Develop and release FRAGOs
		Conduct daily Joint Force Commander and subordinate component commander interaction
OP 5.5.8	G6	Change Joint Force Commander physical location based on the situation
		Plan, install, operate, and maintain a joint communications system
OP 5.6	G39	During planning, deconstruct the information environment.
		ICW G-2, develop the Combined Information Overlay during IPB.
		Integrate non-lethal fires into the JTF targeting cycle.
		Conduct IOWG in support of the JTF targeting/effects cycle.
		Establish a CEWCC to plan, coordinate and de-conflict Cyber, EW, Space, and STO targets ISO the JTF targeting/effects cycle.
		Plan, integrate, and conduct Military Information Support Operations (MISO) ISO the JTF Concept of Operations.
		Plan, integrate, and conduct Military Deception (MILDEC) ISO the JTF Concept of Operations.
		Plan, integrate, and conduct Operation Security (OPSEC) ISO the JTF Concept of Operations.
		Plan, integrate, and conduct Combat Camera (COMCAM) operations ISO the JTF Concept of Operations.
OP 5.7	G35	Coordinate Public Affairs (PA) plan with the IO Concept of Support.
		Coordinate Key Leader Engagements (KLEs) with the IO Concept of Support.
		Coordinate and integrate US interagency and NGO capabilities ISO JTF objectives and tasking
OP 6.2	G33	Coordinate and integrate HN governmental (non-military) capabilities ISO JTF objectives and tasking
		Establish and utilize a joint-combined liaison capability
		Plan an emergent NEO
OP 6.2.9	G33	Plan for and respond to a CBRNE event
		Plan and execute rear area security against an enemy unconventional threat capability (SOF, insurgent group, etc)
		Coordinate recovery of isolated US Service member(s)

These training objectives will be accomplished across multiple events as shown in the below table:

Task Number and Title	OPR	NF16	WFS	PPA	CPX2	FST-J 16.72	CPX3	MOVEX	MEFEX16	FST-M 17-1	FORMEX	STAFFEX	*BK17
OP5.5 (also a 1* MEB MET)	Command and Control Joint Force HQ	G3									X	X	X
OP 1.2 (MCT 1.2)	Conduct Operational Maneuver and Force Positioning	G35	X	X				X					X
OP 2.1 (MCT 2.1)	Establish the Intelligence Enterprise	G2				X	X	X		X	X	X	X
OP 2.3 (MCT 2.1 + T&R)	Conduct Joint Intelligence Support Element (JISE) Operations	G2											X
OP 3.1 (MCT 3.1)	Conduct Joint Targeting	FECC		X		X	X	X		X	X	X	X
OP 4 (MCT 4.11)	Provide Operational Sustainment	G4	X	X					X		X		X
OP 5.1 (T&R)	Integrate Information	G3	X		X	X	X	X	X	X	X	X	X
OP 5.3 (T&R)	Prepare Plans and Orders	G35			X			X	X			X	X
OP 5.4 (MCT 5.7)	Command subordinate Forces	G3				X		X		X			X
OP 5.5.8	Provide Joint Force Facilities/Equipment	G6										X	X
OP 5.6 (MCT 5.4)	Coordinate Information Operations (IO)	FECC/ G39		X		X		X		X		X	X
OP 5.7 (MCT 5.5.1)	Coordinate and Integrate Joint/Multinational/Interagency Support	G35		X				X		X		X	X
OP 6.2 (T&R)	Provide Protection	COPS				X				X			X
OP 6.2.9 (T&R)	Coordinate Personnel Recovery	COPS								X			X


Upon completion of each event the G37 will collect training observations, evaluations and assessments and enter them into JTIMS IOT provide the basis for the overall I MEF assessment reported to COMUSPACOM at the completion of the OCA cycle.

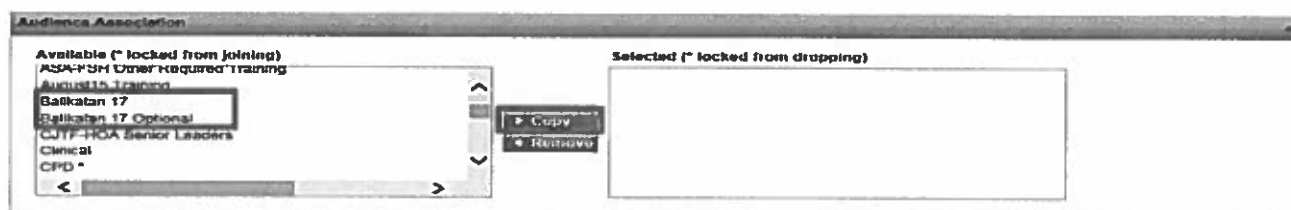
For a detailed description of Training Objective audience, training situation and level of performance and the complete I MEF Commander's Joint Training Guidance refer to the OCA/BK 17 NIPR SharePoint site at the following URL:

<https://eis.usmc.mil/sites/imef/ex/fy17/OCA17/SitePages/Home.aspx> located in the "Reference Documents" folder and "LOI Enclosures" sub-folder.

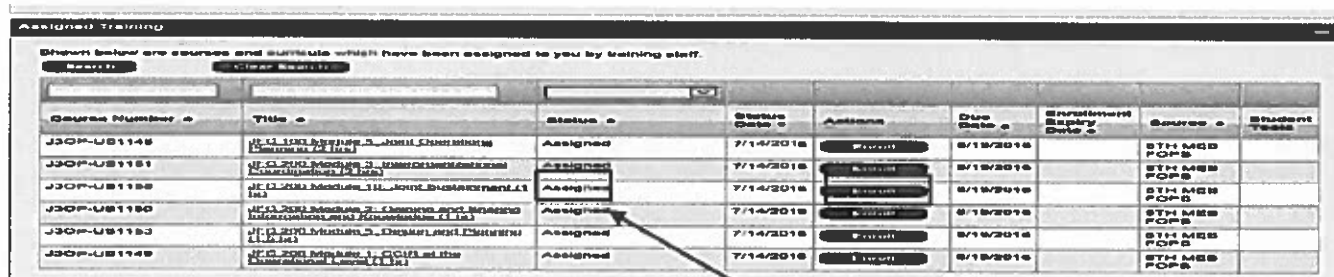
Instructions for Completing I MEF Balikpapan '17 JKO Prerequisite Training Courses and Required Reading

I MEF Balikpapan '17 participants will complete all the prerequisite training courses, hosted on Joint Knowledge Online (JKO) NLT 9 Nov 2016. Each participant must update their student profile in JKO as follows:

1. From the student desktop, select the **My Profile** link ( **My Profile**) in the upper left of the desktop.
NOTE: Participants without a JKO account should go to <https://jkodirect.jten.mil> and select the CAC Login link to create an account. Follow the remaining instructions while completing the initial student profile.
2. In the **Audience Association** section of your profile, highlight the applicable training audience (**Balikatan 17** and **Balikatan 17 Optional**) and copy it to the **Selected** window via the **Copy** button.



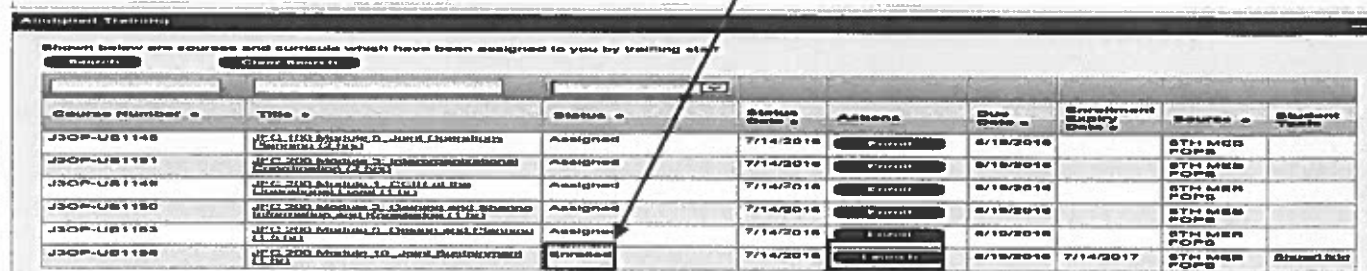
3. Select the **Save** button at the bottom of the page to complete the profile update and then close the **WS_My Profile** tab () from the top tab list. Your required courses will now be listed under the **My Training** tab course list of the student desktop, which is a list of courses you are currently assigned/enrolled in (see example below).
4. Select the **Enroll** button to enroll in the applicable courses (enrolled courses will move to the bottom of your course list).



Course Number	Title	Status	Status Date	Actions	Due Date	Enrollment Entry Date	Source	Student Tests
J3OP-US1148	J3 OP 1148 Module 3 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1151	J3 OP 1151 Module 3 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1152	J3 OP 1152 Module 10 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1150	J3 OP 1150 Module 2 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1153	J3 OP 1153 Module 2 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1149	J3 OP 1149 Module 1 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	

Note the status change

5. Select the **Launch** button to take the desired course.



Course Number	Title	Status	Status Date	Actions	Due Date	Enrollment Entry Date	Source	Student Tests
J3OP-US1148	J3 OP 1148 Module 3 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1151	J3 OP 1151 Module 3 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1149	J3 OP 1149 Module 1 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1150	J3 OP 1150 Module 2 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1153	J3 OP 1153 Module 2 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016		STH MCB POPB	
J3OP-US1152	J3 OP 1152 Module 10 - Joint Chiefs Staffing	Assigned	7/14/2016	Enroll	8/18/2016	7/14/2017	STH MCB POPB	Successful

Help Desk Information:

For assistance in accessing JKO, enrolling in a course, printing a certificate, or if you have general questions, contact the JKO Help Desk, 24 hours a day, 7 days a week at:

jkohelpdesk@jten.mil

COMM: 757-203-5654 / DSN: 668-5654

I MEF Balikatan '17 JKO Prerequisite Training Courses and Required Reading

AUDIENCE 1: Balikatan '17

J3OP-US1145 JFC 100 Module 5: Joint Operations Planning (2 hr)*
J3OP-US1153 JFC 200 Module 5: Design and Planning (1.5 hr)
J3O P-US1146 JFC 100 Module 6: Joint Command, Control, and Communication (2 hrs)
J3O P-US1313 JFC 200 Module 13: Forming a JTF HQ (1 hr)
J7O P-US1346 SGST Player Essentials How-To Video (.5 hr)**

AUDIENCE 2: Balikatan '17 Optional ***

J3OP-US1155 JFC 200 Module 7: Joint HQ Organization, Staff Integration, and Battle Rhythm (1 hr)
J3O P-US1152 JFC 200 Module 4: JTF Level Command Relationships and Joint Force Organizations (1 hr)

* All JFC 100 and 200 courses have Pre-Tests that allow individuals to test out of some or all of the course based on knowledge of the subject.

** SGST Player Essentials How-To Video is an introduction to the Small Group Scenario Trainer the training audience will execute during STAFFEX.

*** Balikatan 17 Optional Training audience has 2 additional courses required for the training audience. I MEF will determine if these courses are reported in the Metrics Report.

1. Audiences are now available to be joined and courses started. If a training audience member has completed a course since 1 MAR 2016, they will be exempt from taking course again.
2. Courses end date is scheduled for 31 MAR 2017.
3. Initial Status/Completions update will be provided 12 OCT 2016 (Initial Assessment)
4. Final Metrics Data Pull will occur on 4 NOV 2016.
5. Metrics Report will be provided to I MEF and the DTD Lead O/T on 9 November 2016 in preparation for the Academics on 15 November 2016.
6. Another metrics data pull and report will occur prior to the STAFFEX in FEB/MAR 2017. (Dates TBD)

INDIVIDUAL STAFF SECTIONS/DIVISIONS/CELLS ARE ENCOURAGED TO IDENTIFY AND ASSIGN ADDITIONAL JKO COURSES ALLIGNED TO THE FUNCTIONAL ROLE OF THEIR PERSONNEL. CONTACT I MEF POC BELOW FOR ASSISTANCE.

BLTP POC:
Sandra Lassiter
Sandra.L.lassiter.ctr@mail.mil
757-203-5698
DSN (312) 668-5698

I MEF POC:
BARON HARRISON
baron.harrison.ctr@usmc.mil
760-763-4643
DSN (312) 361-4643

Instructions for Required Reading for I MEF OCA/BK '17

All personnel, internal to I MEF as well as external Joint Individual Augments, filling an officer or SNCO billet in the I MEF JTF HQ are required to read the following within two weeks of initial notification of assignment:

- 1) PACOM Multi-National Force SOP Version 3.0 10 Nov 2015
- 2) Forming the JTF HQ Focus Paper – Sep 2015
- 3) GCC Organizational Options Focus Paper, 2nd edition – Aug 2016

These documents are all available for review/download on the OCA/BK 17 NIPR SharePoint site at the following URL:

<https://eis.usmc.mil/sites/imef/ex/fy17/OCA17/SitePages/Home.aspx>

located in the "Reference Documents" folder and "Staff Read-Ahead" sub-folder

Instructions for Establishing JKO SIPR Account for I MEF Balikpapan '17 **Small Group Scenario Trainer**

In preparation for participating in the I MEF Future Operations Small Group Scenario Trainer (SGST), individuals must have a JKO SIPR Account. Follow these instructions to establish JKO SIPR accounts:

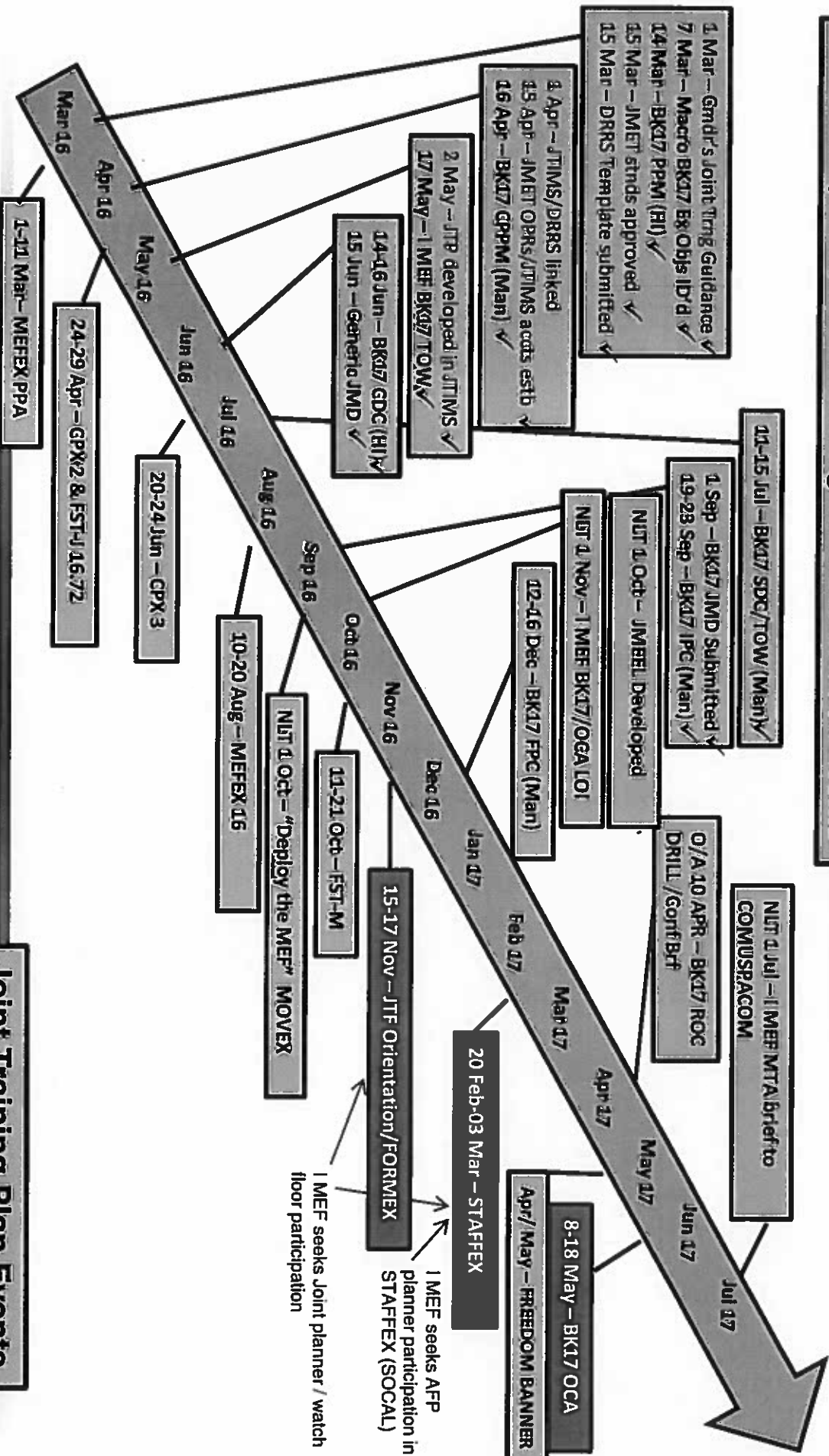
1. Participants with SIPR Smart Card and without a JKO SIPR account should go to (<https://jkolms.jten.smil.mil>) and select the **Login using my SIPR Smart Card** link.
2. First time users will be directed to the **My Profile** page to establish an account profile. Complete the initial student profile and click **Save**.
3. On the day of the Small Group Scenario Trainer, the individual will be enrolled in the SGST. Click on the **SGST** Tab on top of page then click on **Enter Small Group Scenario Trainer** tab. (Individuals will not be able to enter the SGST until they are enrolled by JKO.)
4. Accounts will be verified when JKO representatives arrive on prior to execution in FEB/MAR 2017.



I MEF OCA/BK-17 POA&M

13 Oct 2016

JTF Development, Exercise Design and Certification Events



1-11 Mar - MEFEX PPA

24-29 Apr - GPX2 & FST-H 16-72

20-24 Jun - CPX 3

10-20 Aug - MEFEX 16

11-21 Oct - FST-M

15-17 Nov - JTF Orientation/FORMEX

20 Feb-03 Mar - STAFFEX

8-18 May - BK17 OCA

11-17 Jul - 1 MEF MTA Brief to COMUSMACV

O/A 10 APR - BK17 ROC DRILL /Gonf BtF

UNCLASSIFIED

Joint Training Plan Events

Enclosure (6)

I MEF OCA STAFFEX 1 Outline

General Information:

Dates: 15 - 17 Nov 2016

Location: I MEF Operations Center, Camp Pendleton, CA

Concept / Endstate:

Facilitate the transition from MAGTF Staff to JTF Staff

BK-17 and work-up orientation

Mission Analysis to enable further planning and preparation

Required Support:

JTF JIAs*

USARPAC: 3 (OPT 1 LEADER, OPERATIONAL LOGISTICS PLANNER,
DIRECTOR, AIR AND MISSILE DEFENSE)

PACFLT: 2 (NAVFOR PLANNER, USN LOGISTICS LNO)

PACAF: 3 (AFFOR PLANNER/USAF LNO, AVIATION FIRES
OFFICER, DEPUTY JTF AC/S J4)

SOC PAC: 1 (SOC PAC Planner)

Functional Component Response Cells*

JFLCC: 3 (COMMANDER, JFLCC, JFLCC J3 OPERATIONS OFFICER,
IAMD PLANNER)

JFMCC: 3 (COMMANDER, JFMCC, JFMCC N3 OPERATIONS OFFICER,
JFMCC N3 OPERATIONS FOPS)

JACCE: 3 (DIRECTOR JACCE MAIN, JACCE OPERATIONS PLANNER,
IAMD PLANNER)

JSOTF: 3 (COMMANDER, JSOTF, JSOTF OPERATIONS OFFICER, J
SOTF FOPS)

PACOM

HHQ response cell to answer RFIs during Mission Analysis
Planning Materials from Exercise Control Group

(anticipated delivery date: 1 Nov 2016):

"Road to Crisis"

Enemy SITREP #1

Key Leader Biographies

Diplomatic Summary #1

Country Studies

UNSCR Document(s)

PACOM Warning Order

PACOM Information Operations Plan

PACOM Strategic Communications Plan

PACOM RFI Management CONOPs

*Personnel shortfalls for these requirements are highly probable and could result in JIA and Response Cell personnel being "dual-hatted"

STAFFEX Part 1, Day 1 (JTF Academics): 15 Nov

Morning (0900 - 1200) ALL:

PACOM Warfighting (How ADM Harris thinks and fights) (PACOM)
[1.5hrs]

Component Relationships

PACOM Operational Battle Rhythm

OCA/JTF Support

MNFSOP Orientation (PACOM) [1 hr]

Armed Forces of the Philippines Orientation (I MEF) [1 hr]

Afternoon (1300 - 1600) ALL:

Introduction to Forming a JTF (JS J7) [.5 hr]

Panel Discussion (JS J7) [1 hr]

C2, Plans, Log, Intel, Interagency

Functional component orientation briefs (JFMCC, JFLCC, JFACC,
SOTF reps) [2 hrs]

Interagency Considerations [1 hr]

Optional section-level breakout sessions

STAFFEX Part 1, Day 2 (Understanding BK and mission analysis): 16 Nov

Morning (0900 - 1200) ALL:

BK Scenario Operational Environment Brief (PACOM/I MEF)

Scenario/Road to War/Warning Order (PACOM/I MEF)

Operational Design (JS)

Afternoon (1300 - 1600) DESIGNATED PLANNERS TO INCLUDE AUGMENTS:

Mission Analysis to prep Commander's Guidance\

Focus on 5 tasks and functions

1) Force and capability requirements

2) JTF C2 Arrangements

3) Timeline to achieve initial and full operational
capability for JTF and JTF HQ

4) Organization of the JTF HQ

5) Joint Operations Area

JS and PACOM observes training audience planning/provides
"over the shoulder" instruction to OPT as necessary

STAFFEX Part 1, Day 3 (Mission analysis and outbrief): 17 Nov

Morning (0800 - 1130) DESIGNATED PLANNERS TO INCLUDE AUGMENTS:

Continued Mission Analysis to prep Commander's Guidance

Focus on 5 tasks and functions

Afternoon (1300-completion)

Commander's Out-brief (1300)

Present OPT initial mission analysis to COM, JTF

Coordinating Instructions:

Prerequisite JKO Courses. All I MEF CE personnel, JIA and Functional Component Response Cell members must complete the follow JKO courses NLT 10 Nov 2016 IAW Encl 5.

I MEF OCA STAFFEX 2 Outline

General Information:

Dates: 20 Feb - 3 Mar 2017

Location: I MEF Battle Simulation Center, Camp Pendleton, CA

Concept / Endstate:

JTF CONOPS developed and Functional Component Tasking identified (WARNORD)
JTF Orders development commences (order delivery NLT 1 April)
Functional Component CONOPS developed and Subordinate Unit Tasking identified
JTF HQ Battle Rhythm developed
JTF HQ CUROPS Watch Floor Training conducted
AFP plans developed and coordinated (if AFP planners available)

Required Support: (*Additional support required during Week 2 (27 Feb-3 Mar))

JTF JIAs

USARPAC: 6 (*+3):

OPT 1 LEADER
OPERATIONAL LOGISTICS PLANNER
DIRECTOR, AIR AND MISSILE DEFENSE
PLANS OFFICER
J-2 ASST TARGETING OFFICER
RFI MANAGER
* DEPUTY CURRENT OPERATIONS OFFICER
* USA LOGISTICS LNO
* BMD WATCH OFFICER

PACFLT: 5 (*+2):

NAVFOR PLANNER
USN LOGISTICS LNO
ASST. TARGETING OFFICER
EXPEDITIONARY WARFARE PLANNER
J-2 ASST INTEL OPS OFFICER
* MARITIME WATCH OFFICER
* REPORTS OFFICER

PACAF: 5 (*+2):

AFFOR PLANNER/USAF LNO
AVIATION FIRES OFFICER
DEPUTY JTF AC/S J4
J-2 COLLECTIONS OFFICER
INFORMATION SYSTEMS/MANAGEMENT/KNOWLEDGE CHIEF
* AIR WATCH OFFICER

* PR SERE SPECIALIST
SOCPAC: 2 (*+1):
SOCPAC PLANNER (J35)
SOCPAC PLANNER (J5)
* JSOTF LNO
PACOM: 2
POLITICAL ADVISOR
USAID LNO

Functional Component Response Cells

JFLCC: 7

COMMANDER, JFLCC
JFLCC J3 OPERATIONS OFFICER
IAMD PLANNER
JFLCC J3 OPERATIONS FOPSO
JFLCC FIRES PLANNER
JFLCC J2 INTELLIGENCE PLANNER
JFLCC J4 LOGISTICS PLANNER

JFMCC: 6

COMMANDER, JFMCC
JFMCC N3 OPERATIONS OFFICER
JFMCC N3 OPERATIONS FOPS
JFMCC N2 INTELLIGENCE PLANNER
JFMCC N4 LOGISTICS OFFICER
JFMCC SURFACE FIRES OFFICER

JACCE: 6

DIRECTOR JACCE MAIN
JACCE OPERATIONS PLANNER
IAMD PLANNER
JACCE OPERATIONS COPS
JACCE TARGETING PLANNER
STRATEGIC LIFT SME

JSOTF: 6

COMMANDER, JSOTF
JSOTF OPERATIONS OFFICER
JSOTF FOPS
JSOTF FIRES
JSOTF INTELLIGENCE OFFICER
JSOTF J4 SUSTAINMENT

PACOM

HHQ response cell to answer RFIs during Mission Analysis
Planning Materials from Exercise Control Group
(anticipated delivery date: 1 Feb 2017):
Enemy SITREP #2

STAFFEX Part 2, Week 1 (20-24 Feb) objectives:

JTF HQ CONOPS and tasks to Functional Components development (JTF HQ)

- Utilization of MNFSOP Planning Process (MDMP-M) to develop JTF CONOPS
- Commander's participation (decision briefs, etc) as coordinated
- JS J7 Small Group Scenario Trainer (SGST) utilized to wargame CONOPS (tentative)
- Integrate and employ designated planners from MEF CE, Joint Augments, and Functional Components
- JTF WARNORD Development ISO component planning
- Deliberate/complete orders development timeline TBD (need ~ 30 days); NLT 1 Apr

AFP Observation (pending funding and AFP availability)

- *AFP Battle Staff would participate/observe (funding and availability pending)*
- *Cross-walk US JTF plan with AFP plan (aspiration)*

STAFFEX Part 2, Week 2 (27 Feb - 3 Mar) objectives:

Functional Component Planning

- Components development of supporting CONOPS (potentially accomplished from their home station and cross-walked electronically)

JTF HQ Battle Rhythm Development

- JTF Core Staff participation
- PACOM and JS facilitate/coach B2C2WG refinement
- Watch Stander training/battle drills utilizing JS J7 SGST
- Joint Watch Floor augmentation required

AFP Planning and mentorship opportunity (pending funding and AFP availability)

Coordinating Instructions:

Prerequisite JKO Courses. If not previously completed, all I MEF CE personnel, JIA and Functional Component Response Cell members must complete the follow JKO courses NLT 17 Feb 2017 IAW Encl 5.

I MEF Exercise BALIKATAN 2017 Outline

General Information:

Concept / Endstate:

- I MEF CE, with Joint Augmentation, conducts an Operational Capability Assessment to demonstrate capability as a JTF HQ
- JTF Main exercises at Camp Pendleton, CA, and deploys a JTF (Fwd) to Philippines
- JTF Main is the counterpart of the Armed Forces of the Philippines (AFP) Battle Staff; JTF (Fwd) provides on-site interaction/liaison with the AFP Battle Staff
- BK17 exercise Lines of Effort include:
 - AFP-only Unilateral Defense Plan Command Post Exercise (CPX)
 - Multinational live Field Training Exercise (FTX); 3D MARDIV is lead US organization supporting the FTX
 - Multilateral constructive/simulation CPX; I MEF is the lead US organization supporting the Multilateral CPX; this is the LOE in which I MEF will accomplish the (OCA)
 - Humanitarian Civic Assistance; this LOE is conducted exclusive of the exercise scenario

Inclusive Dates: 1-20 May 2017 (Exercise Dates: 8-19 May 2017)

Location: Camp Pendleton, CA and Philippines

JTF Main Required Support, Camp Pendleton, CA:

JTF JIAs*

USARPAC:	27
PACFLT:	18
PACAF:	18
SOC PAC:	3
MARFORCYBER:	10
BUMED:	1
DISPAC:	1
PACOM:	2

JTF Fwd Required Support, Philippines:

JTF JIAs*

USARPAC:	5
PACFLT:	4
PACAF:	4
SOC PAC:	1
MARFORCYBER:	11

Functional Component Response Cells

JFLCC:	19 (Philippines)
JFMCC:	13 (10 x Yokosuka, 3 x Philippines)
JACCE (Main):	11 (Camp Pendleton)
JACCE (Fwd):	11 (Philippines)
JSOTF:	17 (Philippines)

BK17 RSO&I of U.S. Forces in the Philippines: 1-5 May 2017

- Deployment force flow TBD during TPFDD Workshop 15-17 Nov 2016
- JTF Fwd deploys to Philippines and establish COC (Fwd)
- JTF Main establishes COC

AFP Unilateral Defense Plan CPX: 2-5 May 2017

- AFP Battle Staff exercises Unilateral Defense Plan
PACOM Liaison Element Philippines (PLEP) provides observer/trainer team
- Pending AFP decision, JTF (Fwd) ADVON may be asked to deploy to Philippines to observe this event.

Multilateral CPX Week 1: 8-14 May 2017

- US JTF and AFP Battle Staff
 - Synchronize operational plans
 - Establish/practice US-AFP Battle Rhythm
 - Establish Combined Coordination Center
 - Establish/practice CCC Battle Rhythm
- EXCON provides scenario stimulation and conducts scenario vignettes (12 and 13 May) to facilitate US-AFP coordination, warm-start EXCON/SIMCON, and set scenario conditions to transition to Multilateral CPX Week 2
- All of Week 1 simulates the last day(s) of Phase II (Seize the Initiative) operations

Multilateral CPX Week 2: 15-19 May 2017

- US JTF and AFP Battle Staff conduct major combat (Phase III (Dominate) operations.
- 19 May Hotwash

Begin redeployment of US Forces: 20 May 2017

- Re-deployment force flow TBD during TPFDD Workshop 15-17 Nov 2016